PGDM / PGDM (IB), 2020 -22
Digital Technology Consultancy & Business Development
DM-382 / IB-382
Trimester – III, End-Term Examination: April 2021

Time allowed: 2 Hrs 30 Min
Max Marks: 50

Roll No: _____

Instruction: Students are required to write Roll No on every page of the Answer Sheet. All other instructions on the question paper / notifications should be followed meticulously.

Sections	No. of Questions to attempt	Marks	Total Marks
A	Minimum 3 question with internal choices and CILO (Course Intended Learning Outcome) covered	3*10	30
B	Compulsory Case Study with minimum of 2 questions	20	20
			50

Section A Answer all Three question (Alternative is given for each question) 10X3

Question 1. a. In your job interview as a consultant the prospective company is wanting you to explain of BI Directional approach of IT. In the class few videos of these effect were also shown. **b.** As an IT Consultant which approach will you recommend to the company . (name the company of sector to answer the questions. (CILO1)

OR Alternate to above

Every consulting job is like climbing a new mountain. What are the roles a consultant performs? Use suitable example to explain them. (CILO1)

Question 2. a. What is business development and what are the skills needed for a successful Business Development Manager ?
b. Explain the AIDA framework with suitable example for Business Development. (CILO2)

OR Alternate to above

Using the Venkatraman model and Digital Transformation Cube you have to explain to your client where they are and where they can go using technology. Select your client as per your choice or use BIMTECH as a client to write your brief report in 500 words   (CILO2)

Question 3 Based on the following data calculate the price of a consulting proposal.

--Engagement Duration 24 months , 5 working days (20 days leave in a year)
--Resources deployed 3 Associate consultant (100%). One Managing consultant (50%),
                    One Principal (20%) of time .
--Billing Rate/day : Associate consultant (500),Managing consultant (1000),
                Principal (1500) (all in $) per day

-- Contingency 10% , Profit 20 %, Make suitable assumptions for number of days in a year adding gazetted holidays and other mandatory holidays.

What other charges would you like to bill on actuals to the client? (CILO3)

Or Alternate

What is Johari window and how will you describe the role of a consultant using this technique?

Section B Answer both question based on the case study given below (10X2) (all CILOS)

Question 4 What are the key challenges and opportunities retail industry is facing as outlined in the enclosed article?

Question 5. The CEO of large retail chain has hired you to write a consulting report as to what they should do with product Mix of physical retail stores and what they should do for embracing E commerce. What changes will be required in their operations.

Case : COVID-19 pandemic accelerated shift to e-commerce by 5 years, new report says
(https://techcrunch.com/2020/08/24/covid-19-pandemic-accelerated-shift-to-e-commerce-by-5-years-new-report-says/)

Sarah Perez @sarahintampa / 9:12 PM GMT+5:30•March 24, 2021

As the COVID-19 pandemic reshapes our world, more consumers have begun shopping online in greater numbers and frequency. According to new data from IBM's U.S. Retail Index, the pandemic has accelerated the shift away from physical stores to digital shopping by roughly five years. Department stores, as a result, are seeing significant declines. In the first quarter of 2020, department store sales and those from other "non-essential" retailers declined by 25%. This grew to a 75% decline in the second quarter.

The report indicates that department stores are expected to decline by over 60% for the full year. Meanwhile, e-commerce is projected to grow by nearly 20% in 2020.

The pandemic has also helped refine which categories of goods consumers feel are essential, the study found. Clothing, for example, declined in importance as more consumers began working and schooling from home, as well as social distancing under government lockdowns. However, other categories, including groceries, alcohol and home improvement materials, accelerated, by 12%, 16% and 14%, respectively.

The report suggests that department store retailers will need to more quickly pivot to omnichannel fulfillment capabilities in order to remain competitive in the new environment. Specifically, they will need to drive traffic to their stores through services like buy online and pickup in store (BOPIS), and will need to offer an expanded set of ship-from-store services.
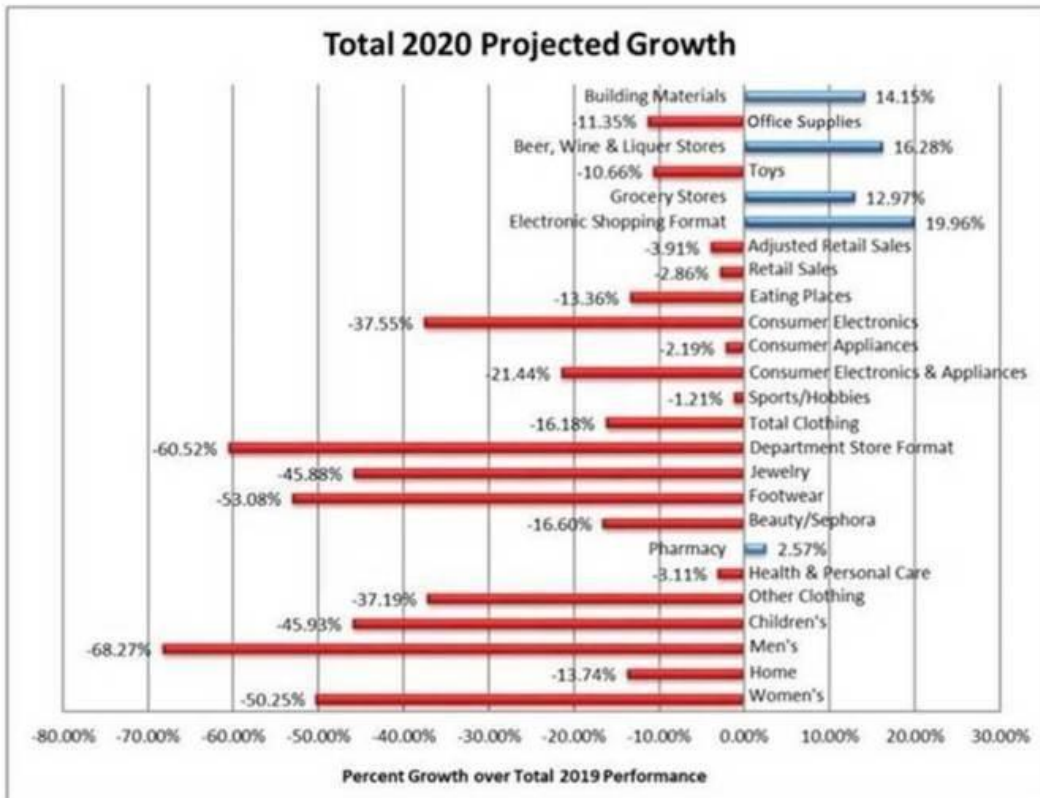
Total 2020 Projected Growth

- Building Materials: 14.15%
- Office Supplies: -11.35%
- Beer, Wine & Liquor Stores: 16.28%
- Toys: -10.66%
- Grocery Stores: 12.97%
- Electronic Shopping Format: 19.96%
- Adjusted Retail Sales: -3.91%
- Retail Sales: -2.86%
- Eating Places: -13.36%
- Consumer Electronics: -37.55%
- Consumer Appliances: -2.19%
- Consumer Electronics & Appliances: -21.44%
- Sports/Hobbies: -1.21%
- Total Clothing: -16.18%
- Department Store Format: -60.52%
- Jewelry: -45.88%
- Footwear: -53.08%
- Beauty/Sephora: -16.60%
- Pharmacy: 2.57%
- Health & Personal Care: -3.11%
- Other Clothing: -37.19%
- Children's: -45.93%
- Men's: -68.27%
- Home: -13.74%
- Women's: -50.25%

Percent Growth over Total 2019 Performance

Image Credits: IBM

Large retailers like Walmart and Target have embraced omnichannel fulfillment to their advantage. Both reported stellar earnings this month thanks to their earlier investments in e-commerce. In Walmart's case, the pandemic helped drive e-commerce sales up 97% in its last quarter. Target set a sales record as its same-day fulfillment services grew 273% in the quarter. Both retailers have also invested in online grocery, with Walmart today offering grocery pickup and delivery services, the latter through partners. Target has also just now rolled out grocery pickup and runs delivery through Shipt.

Amazon, naturally, has also benefited from the shift to digital with its recent record quarterly profit and 40% sales growth.

The growth in e-commerce due to the pandemic has set a high bar for what's now considered baseline growth. According to the Q2 2020 report from the U.S. Census Bureau, U.S. retail e-commerce reached $211.5 billion, up 31.8% from the first quarter, and 44.5% year-over-year. E-commerce also accounted for 16.1% of total retail sales in Q2, up from 11.8% in the first quarter of 2020.

The questions that IBM's report aims to answer is how much of this pandemic-fueled online spending is a temporary shift and to what extent is it impacting longer-term forecasts? The answer, at least in this estimate, is that this pandemic pushed the industry ahead by around five years. The shift away from physical stores was already underway, but we've now jumped ahead in time as to where we would be if a health crisis had not occurred.